

REPORT OF ATTENDANCE AT THE UNIVERSITY OF CHICAGO
SUMMER PROGRAM OF EXECUTIVE DEVELOPMENT FOR FEDERAL ADMINISTRATORS

1. This program, conducted in cooperation with the Civil Service Commission, consisted of two four-week "institutes" and four two-week "seminars," each attended by approximately twenty representatives of various U.S. Government agencies. Two two-week "seminars," running consecutively, were conducted concurrently with each four-week "institute," making a group of forty in attendance at all times and a total of one hundred twenty during the entire program. Discussion groups were limited to twenty. Lectures and other activities were attended by the entire group.
2. This report covers the first "institute" and "seminars," conducted during July 1957. The general subjects considered during the first two weeks were the "decision making process" and the "decision maker." The "communications system" and the "communicator" were the general subjects during the second two-week period. Activities consisted of the following seminars, lectures, and workshop, as well as several informal "clinics," reading of reference materials, and educational films on conferences and communications.
 - a. Five three-hour seminars led by Edward C. Banfield, Associate Professor of Political Science, the University of Chicago, on the "decision-making process."
 - b. Five three-hour seminars led by Norman H. Martin, Assistant Professor in the School of Business, the University of Chicago, on the "decision maker."
 - c. Five three-hour seminars led alternately by Martin J. Maloney, Associate Professor, School of Speech, Northwestern University; Norton Gradvins, Professor and Chairman of the Department of Political Science, the University of Chicago; and Mr. William Harrison, Business Consultant, on the "communications system."
 - d. Five three-hour seminars led by Norman H. Martin on the "communicator."
 - e. Three two-hour lectures by Herman S. Finer, Professor of Political Science, the University of Chicago, on governmental and administrative systems, controls, decision making, and human behavior.

- f. One two-hour lecture by Mr. John W. Macy, Executive Director, U.S. Civil Service Commission, on decision-making situations in the Federal Government.
 - g. Three two-hour lectures by Martin J. Maloney on "communications."
 - h. Two two-hour lectures by Burleigh B. Gardner, Executive Director of Social Research, Inc., on the general subject of organization, decision making, and human behavior.
 - i. One two-hour lecture by C. Herman Pritchett, Professor of Political Science, the University of Chicago, on "common sense law and administration."
 - j. One two-hour lecture by Herbert A. Simon, Professor of Administration and Head of Department of Industrial Management, Carnegie Institute of Technology, on the "role of administrator."
 - k. Three two-hour lectures by David G. Moore, Professor of Management in the College of Business and Public Service, Michigan State University, on "human relations in administration."
 - l. Two two-hour lectures by Harold Guetzlow, Professor of Industrial Administration and Psychology, Carnegie Institute of Technology, on "Organization and the Social Sciences."
 - m. One two-hour lecture by Maurice F. X. Donohue, Dean of University College, the University of Chicago, on "society and the administrator."
 - n. Two two-hour lectures by Mr. O. Glenn Stahl, Director of Bureau of Programs and Standards, U.S. Civil Service Commission, on organization and personnel administration.
 - o. A "workshop" of twelve hours directed by Kenneth Hagood of the Staff of the Executive Development Institute in which students, playing the roles of executives in a hypothetical organization, were assigned a broad and general problem to solve.
 - p. Other scheduled activities included talks by Dean Donohue, Sidney Maitlick, and Norton Gradzins, and educational films on conferences and communications.
3. We were advised that it was not the purpose of the institute to teach the "how to" of decision making and communications but rather to explore, largely in abstract fashion, the nature of these functions and the motivations and behavioral patterns of individuals who are concerned with them. Thus, many of the concepts and theories which were examined

were not necessarily advocated by the instructors but were used to convey to the students a better insight into and understanding of the general administrative process. Texts and reference materials included—

Books

Administrative Behavior
The Functions of the Executive
The Organization Man
Politics, Planning and the Public Interest
Government Project
How to Talk with People
Language in Thought and Action

Herbert A. Simon
Chester I. Barnard
William H. Whyte, Jr.
Martin Meyerson and Edward C. Banfield
Edward C. Banfield
Irving J. Lee
S. I. Hayakawa

Articles

The Business Executive: The Psychodynamics of a Social Role
Patterns of Mobility Within Industrial Organizations
Differential Decisions in the Management of an Industrial Plant
Thinking Ahead - Power Tactics

William E. Henry
Norman H. Martin and A. L. Strauss
Norman H. Martin
Norman H. Martin and Howard Sims

4. The direct benefit of this course - study of current texts on the subject - is, I believe, subordinate to other benefits listed below—

a. Close association with sixty representatives of other Government agencies during the scheduled activities as well as informal after hours association for a period of four weeks during which a great deal is learned about the policies, plans, and practices of their organizations.

b. Learning something of the findings and views of a variety of University instructors and lecturers who have spent a great deal of time and effort in recent surveys of private business as well as government organizations.

5. The program seemed to be well accepted by most of the participants. There were two general criticisms expressed by some, especially those who attended only two weeks. There appeared to be some confusion in the scheduling of a few of the lecturers and instructors and a lack of preparedness on their part. Also, a few of the participants expressed disappointment at the lack of specific instruction on the "how to" of administration. In the latter case the program brochure, and the directors and instructors, made it clear that it was not the purpose of the program to teach the "how to" of administration. It was designed to broaden understanding of the administrative process and to give added insight into the importance of human relations factors in communications and decision making. I believe

the program was a success from the standpoint of this stated purpose and that those selected to attend in the future should be oriented toward this goal. Regarding the scheduling of lecturers and instructors and their preparedness for the program, the principal seminar leaders and lecturers were firmly scheduled and well prepared. A few were hurriedly selected and a few substitutions were necessary but this seems quite understandable since, two weeks before the program started, there was uncertainty regarding the final selection of candidates from the various agencies which, in turn, created uncertainty as to whether or not all of the program would be conducted. In a program of this kind it seems obvious that selection of candidates should be made well in advance which undoubtedly will be done in the future. Minor problems in launching the initial program should not detract from our participation in the future.

6. The University will forward outlines, or texts, of the lectures delivered by Messrs. Finer, Macy, Maloney, Gardner, Pritchett, Simon, Moore, Gustafson, Donohue, and Stahl. These will be added to this report when received. Additional material relating to the seminars and workshop may also be forwarded. In the meantime an outline of some of the topics covered in the seminar and workshop is attached (Tab A). Also attached (Tab B) is the program brochure, a roster of those who attended, and the schedule of activities.